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AMS in ACTION

Four FMD Employees Get Administrator's Award

What would you do if you suddenly had \$4 million to invest? Go to an investment counselor...or a stock broker...or your bank for advice, most probably. But when AMS found itself with a reserve balance this size in its cotton and warehouse programs, due to user fees, it was not allowed to use any of the above. What to do?

Four financial management division employees have solved the problem and received the Administrator's Award for their efforts. They are: Mark Sheldon, chief, budget and program analysis branch; Ron Nunnery, supervisory budget analyst; Margo Grant, budget analyst; and Linda Sanders, systems accountant.

Their citations read: "For skill in

breaking new ground in the government by developing and instituting procedures for investing operating fund balances of AMS user-fee programs and obtaining approval of these unique procedures from the Treasury Department."

The Omnibus Reconciliation Act of 1981 had changed the funding mechanism for cotton standards and classing, tobacco grading and warehouse examination from appropriations to a fee-for-service basis. This legislation also allowed the Secretary of Agriculture to deposit reserve balances for the cotton and warehouse programs in interest-bearing accounts.

Final language in the bill limited AMS's investment authority to "deposits

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with financial institutions." AMS had proposed that the authority read "securities," so that the money might be deposited with the Treasury Department, which would invest it. But Congress had feared this could allow AMS to invest in such risky securities as stocks, options or commodities. Because of language in the bill, Treasury declined to handle the investment. Precluded from using the most efficient investment methods, AMS was left to develop a program itself.

AMS's first investment of slightly over \$4 million in repurchase agreements yielded more than \$11,000 in interest in a 2-week period.

"There's been a lot of negotiation with the bank and Treasury," said Sheldon, "and it's still going on. When we get all the problems solved with this first venture, then we should be able to go to additional institutions and possibly

(Continued on page 5)

AMS Goes Over the Top In Combined Federal Campaign

The 1983 AMS Combined Federal Campaign for the National Capital Area was the most successful drive in recent years. With 82 percent of employees participating AMS headquarters reached 101 percent of its goal!

The tobacco, technical services and information divisions exceeded their dollar goal with 100 percent participation. Six other groups—office of the administrator and the cotton, livestock, poultry, personnel and financial management divisions—exceeded their dollar goals.

The final report represented a 9 percent increase in participation over last year, with the average gift increasing by 15 percent. John Reeves, deputy administrator for management, served as campaign chair for AMS.



ADMINISTRATOR'S AWARD—Four members of the financial management division were honored for developing procedures for investing AMS user fees. Shown, left to right, are: Mark Sheldon, chief, budget and program analysis branch; Margo Grant, budget analyst; Ron Nunnery, supervisory budget analyst; and Linda Sanders, systems accountant.

Back Exercises
See Page 8



Letter from the Administrator

Every time an American consumer shops for food it is almost inevitable that AMS plays an important role in assuring the wholesomeness and quality of the food to be placed on a family dinner table.

That's a significant responsibility that AMS has fulfilled with great efficiency for a long period of time. We are placing renewed emphasis on our commitment to see that the regulations for inspecting and grading food are complied with to the utmost.

For that reason I am creating a compliance position at the Administrator's level. This person will serve as the AMS compliance officer for inspection and grading. In addition, each AMS commodity division will reassess its compliance program. Division directors will work closely with the compliance officer to maintain the integrity of all AMS inspection and grading programs.

In September, I established a task force consisting of all the commodity division directors to examine each division's inspection and grading procedures.

The first task force project involved

AMS IN Action

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the dairy division, which inspects and grades the millions of pounds of dairy products purchased annually by the Commodity Credit Corporation under the dairy price support program as well as butter, cheese and nonfat dry milk sold in commercial channels. The in-depth study by the task force resulted in numerous recommendations for increasing the reliability of our dairy inspection and grading services.

Dairy division is to be complimented for the enthusiastic cooperation it extended to the task force during the review and for its determination to follow through on the recommendations for improvements. The task force is now examining the poultry division's program and will be looking at procedures

affecting all the other commodities. I know cooperation will be complete in every instance.

It is important to remember that most of these inspection and grading programs are voluntarily requested and paid for by the industries whose products AMS examines. Those industries obviously place a high priority on having USDA seals on their products when the consumers make a choice of purchase in the grocery store. It is vital that AMS administer these programs to maintain absolute confidence from the consuming public, the producing farmers and food processors.

Vern F. Highley

Vern F. Highley

AMS at a Glance

Actual collections of dairy deductions by AMS for the period beginning April 16, 1983, when USDA's program started, through Sept. 30, 1983, represented about 99.7 percent of the estimated collections, according to dairy division director Ed Coughlin. He points with pride to the "all-out effort of our milk market administrators—particularly the Chicago office—and our Washington staff is achieving a maximum of returns at a minimum cost."

...The total raised was \$375.7 million. Dairy division's collection costs amounted to one dollar for every \$715 that was collected in the effort to defray dairy price support program costs.

A proposed kiwifruit marketing order will be the subject of an AMS public hearing set for Feb. 6 in Sacramento, Calif., starting at 9 a.m. at the California Department of Food and Agriculture. As suggested by the Kiwifruit Growers of California, Inc., the program would authorize grade, size, quality, maturity and pack regulations for kiwifruit grown in California and Oregon. Handlers would pay administrative costs through a system of assessments on fruit packed for shipment. Cultivation of kiwifruit is relatively new in the United States, and it is becoming an increasingly popular fruit item as domestic fruit joins kiwifruit imported from New Zealand.

The January hearing on the lemon marketing order will take place in sessions at Ventura, Calif., Jan. 10-16; Yuma, Ariz., Jan. 18; and Bakersfield, Calif., Jan. 23. All sessions start at 9 a.m.

...Forty-four separate proposals were received from lemon industry representatives and others that would make changes in the way the marketing order currently operates. Among them are some that would change or do away with the marketing order's prorate provisions, a system used to adjust lemon shipments to demand over the marketing season. Other proposals would add authority for quality regulations and market research and promotion, call for a referendum to be held periodically to learn whether growers want to continue the marketing order, alter the structure of the lemon administrative committee, and establish separate marketing orders for different parts of the production area. Some proposals would provide an exemption for organically grown lemons and other special purpose shipments.

...Hearing locations are as follows—in Ventura at the Ventura County Government Center, 800 So. Victoria Ave.; in Yuma, at the Holiday Inn, 711 East 32nd St.; and in Bakersfield, at the Casa Royale Motor Inn, 251 So. Union St.

About 11.5 billion pounds of beef was graded by AMS meat graders during fiscal 1983. That's about 62 percent of the federally inspected steers and heifers slaughtered. Livestock division's graders also graded nearly 267 million pounds of lamb and mutton and about 37 million pounds of veal and calf. They certified nearly 2 billion pounds of meats and meat products for compliance with USDA-approved specifications.

—Dale May

The Personnel Touch

A Simplified System for Position Classification

By Stephen Carpenter
Classification Branch

Do you have a problem with your position description (PD)...or a problem understanding the difference between a GS-9 job and a GS-11 job...or maybe an overall problem trying to understand the basic methods of the federal government's current system for classifying positions? If you do, you surely aren't alone. But if you can live with these problems for a few more years help may be on the way.

Under provisions of the Civil Service Reform Act, the Department of the Navy's Naval Weapons Center in China Lake, Calif., has introduced a demonstration project which could revolutionize the position-classification process. The Navy system, which is often referred to as "broad banding," features the elimination of PD's (at least as we know them today) and traditional position-classification standards, as well as General Schedule (GS) grades 1 through 15. The underlying concepts and procedures of the broad-banding system have been borrowed from private industry and have the major objective of placing authority for making personnel management decisions with program managers.

Under the Navy system, PD's are replaced by a computer-generated statement of personal activities and contributions (PAC). The PAC is constructed by a manager or supervisor (PAC man?) who selects from a "menu" a description of the most appropriate level for such factors as major duties and responsibilities, impact of position (scope of decisions made, degree of judgment needed and amount of originality required), nature of contacts (who and why), and qualifications (knowledges required to do the work).

The 15 GS grade levels we are so familiar with are replaced by four broad levels or bands, each of which encompasses several of the grade levels used in the current system. For example, a job which has been "classified" or placed in Level II is equivalent to a job classified under the currently used classification standards at GS-5, 6, 7 or 8.

Managers have the authority to establish an annual salary for a Level II job anywhere within the range for GS-5 step 1 (\$13,369) to GS-8 step 10 (\$23,838). The guidelines under which managers are allowed to establish salary levels are, by design, very broad in order to promote the objective of pay based on performance.

Whether the China Lake project will result in the elimination of many current problems associated with the art of personnel management, or merely replace one set of problems with new ones, remains to be seen. It also remains to be seen just how far and how soon this simplified position-classification system will be adopted for wider use. One thing is known for sure, however—the federal government is very, very serious and intent on exploring new and innovative ways of solving age-old problems.

Earlier in the year, top management officials participated in a 1-day workshop—Equal Employment Opportunity (EEO) for Supervisors and Managers—which included a discussion on sexual harassment. It has since been determined that all employees should be made aware of the problem and what the agency expects to do to prevent it.

The goal in AMS is to eradicate harassment in any form and maintain a working environment free of intimidation. It is imperative that employees at all levels:

- * Know the definition of sexual harassment and clearly understand the agency's policy on the issue;
- * Understand sexual harassment as it relates to sex discrimination under Title VII of the Civil Rights Act;
- * Be aware of the various forms—verbal and physical;
- * Understand the impact of sexual harassment on employee morale and productivity; and
- * Know what avenues of redress are available to victims.

With these objectives in mind, the EEO staff conducted several training workshops on sexual harassment. The workshops consisted of a film, handouts, a short quiz, and a question and answer period. These sessions, which were held in early November, were very successful. The EEO staff will disseminate this information to the field installations, hopefully in the early part of 1984, through the use of video tape.

The EEO staff will be conducting awareness and training sessions to meet the needs of other agency employees during the coming year.

Workshops Aimed At Eliminating Sexual Harassment

By Lois Collins
Equal Employment Opportunity Staff

Over the past few months incidents of harassment (sexual and general) have been reported in the agency. Realizing the increasing need to prevent these instances and create a working environment free of harassment, the Administrator issued an all employee bulletin (AMS-84-7) on the subject.

Management has shown much concern about this issue and has been actively working to develop a strategy to aid in the prevention of sexual harass-





AMS ON THE AIR—Edith Hogan, confidential assistant to the administrator, has appeared five times on "Good Morning America," a nationwide morning program on ABC-TV.

Edith Hogan Discusses Best Buys on National TV

Edith H. Hogan, confidential assistant to the administrator and staff nutritionist, has been bringing AMS information to some 6 million Americans via the morning television show "Good Morning America" on ABC-TV. The ABC staff contacted AMS's information division last summer and asked for a guest who could provide information on "best buys" in fruits and vegetables in various parts of the country. A subsequent telephone conversation with Edee Hogan convinced ABC that she would be a good representative for the show. Hogan, who completed a dietetic internship and did graduate work in nutrition at Massachusetts General Hospital, was chosen to represent the agency.

Her first appearance was July 26, 1983, when she discussed fruit, vegetables and other commodities. On August 5 her topics were freezing and canning fruits and vegetables, buying and cutting up large cuts of meat for the freezer, and what the AMS grade shield means.

September 9 the subject was eggs—Edee set America straight on the difference between brown- and white-shelled eggs: none, except for the breed of hen. She also provided some little known helpful information: fresh shell eggs can be stored in the refrigerator for at least 4 weeks. They should be refrigerated in their cartons, large end up, as soon as possible after purchase. Keeping them covered will prevent odors from other foods from penetrating the egg shell.

Her September 29 broadcast touted pork as an economic, nutritious meal. She pointed out that pork is 50 percent leaner than 30 years ago, to allay fears of those who still think of pork as "fatty."

Best Buys - Harvest Time was the subject for the October 20 show. Edee discussed the good buys from the fall harvest: apples, pears, potatoes, hard shell squash, pumpkin and wild rice. She discussed how to store fruit and vegetables—in the refrigerator except for potatoes, which should be stored in a cool dark place to prevent the starch from turning to sugar, and to avoid sprouting. Wild rice, the only grain native to the North American continent,

The Ignominious Nine: How Fatal Crashes Were Caused

What do drivers do to cause fatal accidents? They make nine basic errors, according to the Insurance Institute for Highway Safety analysis of FARS (fatal accident reporting system) data on fatal two-passenger-vehicle accidents.

Listed below are these nine errors. Scan them, and see if you may also be guilty of a few of these potentially fatal driving habits:

Driver Action	Percent of Drivers Responsible
Failure to keep in proper lane, or running off road	17
Failure to yield right of way	17
Driving too fast for conditions or in excess of posted maximum	17
Driving on wrong side of road	13
Operating vehicle in erratic, reckless, careless or negligent manner	10
Failure to obey traffic signs, control devices or officers	9
Inattention (talking, eating, etc.)	5
Passing with insufficient distance or inadequate visibility or failing to yield to overtaking vehicles	2
Making improper turn	2
Other*	8
Total	100

* Includes driving wrong way on one-way road; being drowsy, sleepy or fatigued; passing where prohibited; following improperly; or erratic lane changing; and 28 other actions of conditions.

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FMD Awards

Continued from page 1

improve the rate of return."

Sheldon has been with AMS for 15 years, the first two as a management intern and the rest with FMD. A native of Seattle, he holds a B.A. degree in economics from the University of Washington and an M.S. in business from Stanford University.

Ron Nunnery came to work for USDA in 1977, with what is now the Food Safety and Inspection Service, and joined FMD a year later. A native Virginian, he holds a B.A. in political science from the University of Virginia and has done graduate work in public administration at UVA and Boston College.

Margo Grant has been with the financial management division since May

1978, and with AMS since late 1977. A native of South Carolina, she holds a B.S. in business administration from Voorhees College and an M.B.A. degree from the University of South Carolina. She also has taught business subjects part-time at Northern Virginia Community College from 1977-82. She returned to work this fall after 10 months' leave following the birth of her second son.

Linda Sanders joined FMD in May 1983. Although she grew up as an Air Force "brat," she considers Missouri her home state. She received a B.S. degree in business administration with a major in accounting from Southeast Missouri State University. Her previous jobs have included staff accountant for a jewelry chain and operating accountant and internal auditor, both for the U.S. Army Intelligence Security Command.



Margo Grant



Mark Sheldon



Linda Sanders



Ron Nunnery

was a staple food of several Indian tribes. It is now cultivated, which assures a steady supply. One pound will yield 20 to 30 servings depending on its use, making it more affordable than might be expected.

Edee generally appeared around 8:00 a.m. on the live, 2-hour program, which runs from 7:00 to 9:00 a.m. The program's hosts are Joan Lunden and David Hartman.

Advertising time on Good Morning America sells for \$14,000 for 30 seconds. Each of Edee's spots have lasted approx-

imately 3 minutes, so that represents \$420,000 of free air time for AMS. AMS program personnel in Washington provided much of the background material for her presentation, and the AMS field offices provided many of the "props."

Having gotten her feet wet in live, coast-to-coast network television, Edee reversed the usual route by then appearing on USDA's "A Better Way." This is a half-hour, weekly, magazine-format program that is carried, on videotape or film, by some 90 VHF/UHF and 435 cable television stations across the coun-

try. The copies "bicycle" around the country, and so appear at different times at different locations.

Edee taped an 8-minute segment on buying and storing meat and another on bread, pasta and other wheat-based products. The latter is currently circulating. She has recently taped a 15-minute segment on cotton—its traditional use in fashion and decorating and new, nontraditional uses in the areas of public safety and space travel.



Karen Darling Named New Deputy Assistant Secretary

Karen K. Darling, special assistant to assistant secretary C.W. "Bill" McMillan since March 1981, has been named deputy assistant secretary for marketing and inspection services. She will share duties with deputy assistant secretary John Ford.

Before joining USDA, Darling was with the National Cattlemen's Association in Washington, D.C. From 1975 to 1979 she worked for the U.S. Senate, most recently as legislative assistant for agriculture to Senator S.I. Hayakawa (R-California).

A native of Cheyenne, Wyo., she received her B.A. degree from the University of Wyoming at Laramie.

In her new position, Darling will assist with policy issues involving AMS, the Animal and Plant Health Inspection Service, the Packers and Stockyards Administration, the Agricultural Cooperative Service, the Office of Transportation, the Federal Grain Inspection Service and the Food Safety and Inspection Service.



Karen Darling

Economics Organization Seeks New Members

The American Agricultural Economics Association (AAEA) is accepting applications for membership from individuals having a professional interest in agricultural economics. The AAEA is a national organization devoted to the advancement of the profession. For additional information, contact John Wainio, Room 0616-So. Bldg., AMS/USDA, Washington, D.C. 20250. Telephone 447-6044.

Long Trip for Lab Sample

A frozen lab sample from a new egg products plant in Honolulu arrived recently at the poultry division laboratory in Gastonia, N.C. Although the lab has been receiving samples for analyses from plants coast to coast for the past 6 years, this one came a record distance. The sample was in satisfactory condition after its 6,000-mile journey.

Military Evaluates New Food Specifications

What's square, used to have four legs and may soon be found underwater? If you guessed ground beef patties, you must have peeked at the answer.

A topic at the recent Armed Forces Product Evaluation Committee (AFPEC) meeting was whether the military should try to conserve space and save money by switching from round to square patties. The U.S. Army Natick (Mass.) Research and Development Center (NRDC) reported on possible cost savings in packaging and storing, especially on submarines and other ships.

AMS's market research and development division discussed a small survey of producers and equipment suppliers that indicated no supplier is currently producing square patties. The committee agreed to defer a decision on the matter while the Natick lab continues its evaluation.

Accolades ★★★★★★★★

This column honors AMS employees who have received official recognition or been cited by outsiders. Please send

information to Editor, AMS in Action, Information Division, Room 3540-S, AMS/USDA, Washington, D.C. 20250.

Linda C. Croyle, a management analyst in the administrative services division, has received a quality step increase.

The fruit and vegetable division recently recognized two Georgia State employees for their contributions to the aflatoxin testing program. The individuals are **Judy C. Davis** at Albany and **S. Joan Grubbs** at Blakely. Both are clerk-typists, and they received Certificates of Appreciation.

Three employees of the livestock division have received awards. **Virginia Mistretta**, accounts and billings clerk in the meat grading and certification branch, was presented with a Special Achievement Award for her "sustained superior performance of clerical duties contributing greatly to increased efficiency and effectiveness of program operations in the Princeton Main Station office."

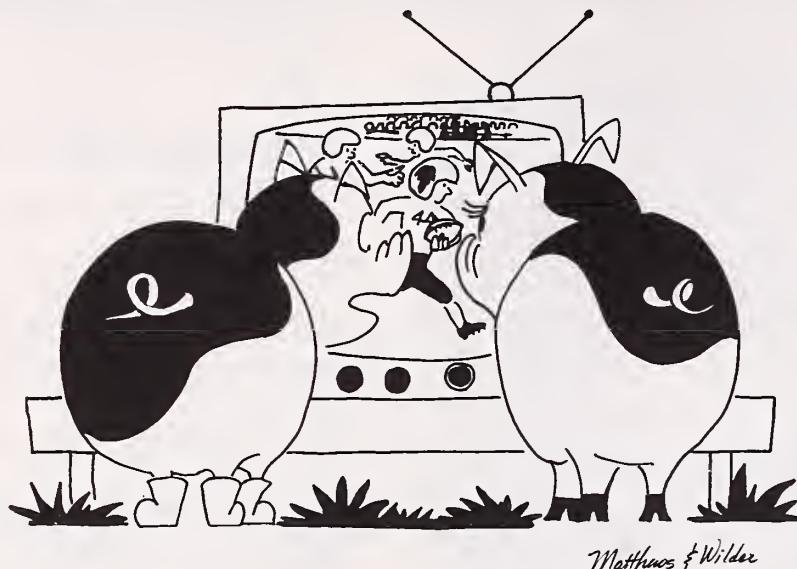
John Van Dyke, assistant chief of the livestock and grain market news branch, Washington, D.C., received the Administrator's Award for "the outstanding job he has accomplished in service to AMS and American agriculture."

Carol Brook, program assistant in the meat grading and certification branch in Amarillo, Tex., was recently presented with two awards. She was given a Special Achievement Award for "her high-caliber performance on all assigned Program Assistant duties contributing to the efficient and effective operations of both the Amarillo and Dallas Main Stations." She was also given a cash award for the adoption of her suggested method of reconciling National Finance Center billing statements.

Ollie A. Coles, administrative technician in the tobacco division, has received a Sustained Superior Performance Award for "exceptional proficiency, initiative, and leadership in the performance of administrative functions for the Tobacco Division."

Ruby I. Nash, budget and fiscal clerk in the tobacco division, also received a Sustained Superior Performance Award for "continuing excellence in the performance of duties and for exceptional proficiency and initiative in the implementation and operation of the user fee program in the Tobacco Division."

Ambrose and Amy



"I don't know—they sure don't look like pigs and sheep to me!"

Help for Your Aching Back

More than 50 percent of all Americans will suffer from some sort of back problem sometime during their lives. Most back problems are simply due to tension and muscular tightness resulting from bad posture, overweight condition, inactive lifestyles and lack of abdominal (stomach) muscle strength. These are the thoughts of Sonja Murray-Glassmeyer, a member of the California Polytechnic State University's physical education department and a contributor to the University's newsletter Cal Poly Today.

No matter what the cause of back pain, an important part of its treatment is improving posture and learning to use the back and body correctly. Murray-Glassmeyer recommends proper methods of stretching, strengthening, standing, sitting and sleeping. She also believes stress contributes to back problems and advises people to learn to control it.

From time to time, as space allows, AMS in Action will reprint some exercises from Cal Poly Today. Here are Murray-Glassmeyer's suggestions for total back care:

1. Never lift anything (heavy or light) with your legs straight or "locked." Always bend your knees and keep your back vertical when lifting, so the bulk of the work is done by the big leg muscles and not the smaller lower back muscles. Keep the weight close to your body and keep your back as straight as possible.
2. When standing, bend your knees

slightly, with your feet pointed straight ahead and slightly apart. Don't stand with your knees "locked." This tilts the hips forward and puts pressure directly on the lower back.

3. If you stand in one place for a period of time, prop one foot up on a box or small stool.

4. Get a firm mattress. If possible, sleep lying on either side of your body. If you sleep on your back, put a pillow under your knees to help keep the lower back flat and to minimize tension. Sleeping on your stomach can cause neck aches and tightness in the lower back.

5. Always bend your knees and roll over onto your side before sitting up from a lying position.

6. Always stretch before doing any kind of physical work or exercise. Pay close attention to the leg muscles and the abdominal region. A good 10-15 minutes of stretching can save you an enormous amount of discomfort later on.

7. Develop your abdominal muscles by regularly doing some abdominal exercises, such as curl-ups (see exercises).

8. Don't overdo—know your limits.

Coming Up

Don't Throw It Out—Recycle It
Beware of fad diets
Vacation tips
On the air at USDA

New Year's Resolutions

"Fear less, hope more;
eat less, chew more;
whine less, breathe more;
talk less, say more;
hate less, love more;
and all good things will be yours."

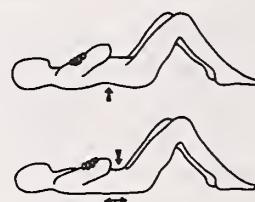
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Submitted by Angie E. Angel,
Federal Seed Laboratory,
Warehouse and Grain Division



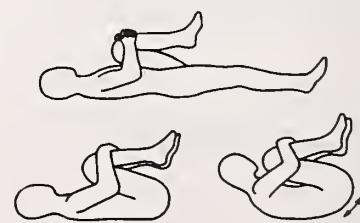
Curl-ups

Lie on your back, with knees bent, soles of feet flat on floor and arms folded across your chest. Curl up until your head and shoulders are off the floor. Roll back down, with head touching last. Gradually work up to 50 repetitions.



Pelvic Tilt

Lie on your back, with knees bent, soles of feet flat on floor and arms at sides. Flatten the small of your back against the floor. This will tighten your abdominal muscles. Hold for 6 seconds and relax. Repeat 10 times.



Knees to Chest

Lie on your back. Draw one knee to chest, grasp with hands and squeeze against chest. If not painful with either leg, draw other knee up to chest. Grasp with hands and squeeze both knees against chest, bringing chin to knees. Hold for 6 seconds; relax to arm's length. Repeat 10 times.

AMS in ACTION



ADVICE ON GRADES—Steve McDermott, an administrative staff assistant in the livestock division's meat grading and certification branch, served as the subject of a photo used by AMS's information division to illustrate a story on government grades. McDermott was selected because of the agency's desire to show a shopper other than the traditional "housewife"—reflecting lifestyle changes in recent years that have put increasing numbers of men into supermarkets and kitchens.

How To Use Government Grades To Shop and Eat Better

By Dale May
Deputy Director
Information Division

NOTE: This is a condensed version of the news feature story AMS prepared to advise consumers on how a knowledge of government grades can help them shop and eat better. The story was issued to more than 1,500 newspapers and other media outlets nationwide as part of USDA's news feature service.

You can shop more economically for your family—and yourself—if you know the differences among government food grades. Knowing the differences can mean better eating, too.

As a food shopper, you're most likely to see the USDA grade on beef, veal,

lamb, broilers, turkeys, eggs and butter. You may also see it on some cheese, instant nonfat dry milk, preserves, frozen concentrated orange juice and canned and frozen fruits and vegetables. Some fresh produce also is grade labeled, particularly potatoes and apples.

Depending on how you plan to use a product you buy, a lower grade may not only meet your needs, but be cheaper as well.

Take beef, for instance. USDA Prime, the top USDA grade, is the ultimate in tenderness, juiciness and flavor. While Prime is best for roasting or broiling, it's likely to cost more than the second grade, USDA Choice, which has slightly less marbling (the flecks of fat within the lean that make meat tender and juicy).

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Some stores sell beef that would qualify for other U.S. grades, such as U.S. Good, under a house brand name rather than under the USDA grade mark. U.S. Good, which will likely cost less than Prime or Choice, may meet your needs well if you plan to use slow, moist cooking to make it tender.

Most veal doesn't have enough marbling to be broiled, but the higher grades can be roasted. Lower grades of veal and other meat should be cooked with moist heat to insure juiciness and good flavor.

U.S. Grade A poultry, the top quality, is fully fleshed and meaty and has a better appearance than Grades B or C. The lower grades are rarely used on poultry labels.

In establishing grades for food products like meat, poultry, eggs, fruits, vegetables and dairy products, AMS considers the values that wholesale buyers and sellers place on the products. Generally, products with characteristics of the higher grades are more marketable and bring a better price for the producer.

Wholesale buyers and sellers specify certain grades in their contracts, often made by telephone over long distances. Buyers for retail food stores commonly use the grades when they place food orders, as do buyers for establishments like hospitals, schools and airlines that serve food to large numbers of people.

AMS and its counterparts in cooperating state agencies provide official grading service to packers and processors who request it, and the plants pay a fee for the grader's time and expenses. Labeling of the grade on a product isn't required by federal law, even if a food has been officially graded. But a number of food manufacturers and distributors choose to put the official grade on their products, as do many retailers.

Don't Throw It Out—Recycle It
See Page 5



Letter from the Administrator

Can you name the consumer group that represents 20 percent of our population and:

—Has 30 percent of its income to spend after providing for the essentials of life, so-called "discretionary" money?

—Accounts for 30 percent of the food purchased for household consumption?

—Is the least concerned with "brand" loyalty to products and complains the least about what it buys, probably because it buys so carefully?

—Is known as the "indivisible consumer" market with no "ism" that connotes sex, race or national origin?

—Thirty percent of which is eligible for food stamps, but only 7 percent use them?

—Where 38 percent of the group still works and 21 percent are housewives or widows?

I am referring to the 20 percent of the U.S. population that is now over 55 years old. This is an age group that has

been neglected in marketing, been poorly portrayed in advertising and generally been the subject of irrational myths.

Contrary to popular belief:

—Many are not financially poor and a burden on society or their children. In fact, people 55 and older continually give help to their children.

—Many are creative and eager to expend time for new experiences.

—Many are not isolated from their families and in reality 52 percent have had contact with their children within the last 24 hours and 78 percent have seen them in the last week.

—Many are in good physical condition.

All of these facts and many others concerning people over 55 were reviewed at a recent conference on older consumers at which AMS was represented. It was most interesting that polls cited at the conference indicated this group among the most forward looking in terms of home computer use and other modern developments significantly associated with the electronic age.

It strikes me that all of us ought to look anew at the stereotypes we have of "senior citizens" and realize what a vital role they play on the national scene—and even in the many essential programs that AMS administers.

Vern F. Highley
Vern F. Highley

AMS at a Glance

A national dairy products promotion, research and nutrition education program is the focus of proposals that dairy division accepted from interested groups through Jan. 6.

As authorized last fall in the Dairy and Tobacco Adjustment Act of 1983, such a program would be funded by a mandatory 15-cent-per-hundredweight assessment on all milk marketed by dairy farmers who reside in states other than Hawaii and Alaska.

Marketing orders for eggs are now authorized under federal law as a result of enactment of the Dairy and Tobacco

Adjustment Act of 1983. United Egg Producers, a federation of regional cooperatives, has appointed a committee that is discussing the issues with various segments of the egg industry. The committee plans to develop a marketing order concept, which will be considered by a national egg industry task force before it is submitted to USDA. The AMS poultry division would handle rule-making on any marketing order that may be suggested.

The new authority in the Agricultural Marketing Agreement Act permits a marketing order for "commercial shell eggs and the fowl that produce them."

Fruit and vegetable division is soliciting proposals through March 11 to amend the marketing order for hops produced in Washington, Oregon, Idaho and California. The industry and public have been asked to submit proposals—to be aired at a public hearing—that focus especially on the need to help eliminate barriers to new farmers going into hop growing and to limit transfer of grower allotment bases.

The marketing order controls handling of hops grown in the four states by limiting the quantity of hops that dealers may buy from producers. Under the order, that quantity is divided among producers based on their sales during a historical period.

AMS serves as the procurement arm of USDA for many of the food assistance programs of the Food and Nutrition Service. In fiscal 1983, AMS contracted for 971 million pounds of commodities for FNS's school lunch and other domestic feeding programs at a cost of \$557 million. Of this amount, \$45 million was FNS funds and \$512 million was "Section 32" funds. Of the Section 32 funds expended, \$362 million was for entitlement purchases, \$75 million was for bonus donations, and \$75 million was used to buy commodities for the Emergency Food Assistance program in the 1983 "Jobs Bill," Public Law 98-8. In fiscal 1982, Section 32 purchases amounted to \$398 million—\$113 million less than 1983.

Section 32 refers to language in the "Act of August 24, 1935," which provides for expanding market outlets for agricultural commodities. The monies come from duties that customs agents collect on imports. Thirty percent is earmarked to go to USDA, of which more than \$431 million will be spent on purchases in fiscal 1984.

Producers and importers of flowers and plants, voting in a referendum held by fruit and vegetable division, have rejected a proposed national research, promotion and consumer information order. Only 329 voters—33.1 percent of the 994 casting votes—favored the program, while 665 were against it.

To go into effect, the floral order needed approval from at least two-thirds of the voters, or a majority of those voting if they represented at least two-thirds of the sales value of flowers and plants accounted for in the referendum.

Voters favoring the program accounted for only 49.5 percent of the sales value.
—Dale May

Vacation Tips

A lake in Minnesota for a get-together...an island in the sun for a getaway...these were the choices of a couple of AMS employees for their vacations last year. John A.A. Kennedy, officer-in-charge at the fruit and vegetable division market news office in Seattle, joined his children and grandchildren for a family reunion. Dale May, deputy director of the information division, has been going to the Caribbean annually for the past dozen or so years. Last year he chose to visit Saba.



Saba—The Perfect Island “Escape”

By Dale May, Deputy Director
Information Division

If you ever have a hankering to visit a quiet, beautiful, friendly and unspoiled Caribbean island where you're possibly the only overnight visitor, try **Saba**.

You've never heard of it? Small wonder. It's so tiny on the map, you may need a magnifying glass to see it. And it's completely devoid of the usual palm-lined beaches that attract tourists to a tropical island.

What Saba does have are tiny Hans Christian Andersen-style villages, a spectacular tropical rain forest, verdant hills, and friendly residents with interesting stories to tell.

A 5-square-mile Dutch island that was, until recently, practically cut off from the outside world, Saba is the top of an extinct volcano. It juts right out of the ocean and reaches 3,000 feet skyward into the clouds.

And Saba has a hand-laid serpentine road connecting its four villages. Many said such an engineering feat was impossible, but one man—Josephus

Hassell—took a correspondence course in road-building, and with help from some of his fellow Sabans, spent 20 years building it out of stone and concrete.

You fly into Saba from the island of St. Martin 28 miles away. As the pilot of a small twin-engine Otter heads right for a sheer cliff at the base of the island, you think you're ready to meet your Maker. But, at the last instant, the pilot veers sharply left and swoops down onto a mini-airstrip.

On my vacation trip to Saba last May, I stayed at one of the four guest houses on the island—Scout's Place, in the village of Windwardside. I highly recommend it, and its bar in the evening is a good place to meet some of the interesting people of Saba, many of them named Hassell like the roadbuilder.

Chances are, you'll be invited into the homes of some Sabans, for they're very hospitable toward visitors. And you'll be able to try "Saba Spice," a homemade

rum-and-spice concoction that will make it easier for you to climb through the rain forest to the top of 3,000-foot Mt. Scenery.

As a visitor, you can expect to be interviewed, as I was, for the newscast on Saba's radio station. Since my visit there, at least some of the island's 1,000 or so residents who may have been tuned in have now heard about AMS!

All in the Family

By John A.A. Kennedy, Officer-in-Charge
Fruit and Vegetable Division, Market News
Seattle

Years ago when we started a family I dreamed that someday I would be able to enjoy the fruit of my labors with my children and perhaps my grandchildren. I did not reckon with the American propensity of high mobility and the fact that they might, in the future, be scattered to the four winds—or the fact that it might become a chore to get in a visit with each one every year.

(Continued on page 8)

A Listening Ear, A Helping Hand— New Counseling Program

by Fran Park Legon
Staff Writer

Having a problem with your spouse, supervisor, a close friend, or are you involved in a situation that you cannot handle yourself? You may find the answer, and certainly helpful advice, from the counselors with the Employee Assistance Program (EAP).

The Employee Assistance Program was created as a result of laws requiring that rehabilitative services for personal problems be made available to all federal civilian employees. These laws provide USDA with the authority to develop and maintain an employee assistance program. Some USDA agencies have been receiving this service for as long as six years; but for 11 agencies with the Department, including AMS, the EAP is relatively new. AMS has participated in EAP since October of 1983. In the past, the employee relations branch of the personnel division provided referral services for employees with personal problems, and it will continue to oversee the Employee Assistance Program.

EAP provides evaluation and referral on a voluntary basis for alcohol and drug abuse, emotional, family, vocational, legal, financial and other problems. Counseling and referral services for these problems are provided by Prince George's County (Md.) Health Department. All of the EAP counselors have advanced degrees in social work or psychology.

This program has emerged all over the country, in the private as well as public sector, as business and industry have become aware of the impact that personal problems can have on work performance. More than 4,500 companies, including 60 percent of the Fortune 500 companies, have established employee assistance programs. Between 10 percent and 15 percent of the workforce have problems that require professional intervention.

Kurt Lauer, AMS's agency representative for EAP and a member of the staff of the employee relations branch of the personnel division, reports that a newsletter issued monthly provides employees with information on upcoming seminars and helpful advice on how to effectively

(Continued on page 7)

Action People in AMS



VOLUNTEER TUTOR—AMS's Vera Golatt helps schoolchildren under Operation Rescue, a joint effort of the Washington Urban League, local public schools and federal agencies.

Helping Kids Catch Up—Vera Golatt

Operation Rescue—it has the sound of a helicopter picking two stranded hikers off a cliff—or the Coast Guard locating a missing sailboat. Operation Rescue in the District of Columbia, a collaboration between the city's public schools and the Washington Urban League, may not save lives quite so literally, but it enriches the lives of the children who participate by helping them to reach their full potential in life. And to hear Vera Golatt, printing specialist in AMS's information division, tell it, the volunteer program enriches the lives of the tutors as well.

She spends two afternoons a week at the Congress Heights Elementary School, Washington, D.C., working with six third graders on an individual or twosome basis. USDA and many other government agencies cooperate to the extent of providing early release for employees who are accepted as volunteer tutors. Vera first worked in the program in 1981, the year of its inception, when she tutored two eight-year-old boys in reading at another Washington elementary school one afternoon a week. They used reading textbooks for the first level of third grade. She also

worked with one of them in basic math. At the suggestion of the children's teachers, she avoided using a math textbook and instead created her own instructional cards. She made up math problems suitable to the material the children were studying.

Vera has had plenty of practice helping children with their schoolwork—she and husband Rosenwald have two children in their 20's—Russell and Karen—and a son, Dion, who is a sophomore in high school.

Operation Rescue was a direct response to a crisis that was identified in early 1981—the District of Columbia had some 10,000 children who faced possible failure in school because of limited reading and mathematical skills. The program puts volunteers through a 3-day training workshop, then assigns them to one of the 52 participating schools.

Do the efforts pay off? "I have seen the improvement in the children myself," says Golatt, "and teachers will tell me when they become aware of it. I rely on a child's teacher to tell me what skills he or she is having trouble with, and what I can do to help them overcome it."

More Back Exercises

The January issue of AMS in Action contained some pointers for eliminating back pain. Several exercises were included. The material was excerpted from an article by Dr. Sonja Murray-Glassmeyer, a member of the physical education department at California Polytechnic State University, in the University's newsletter Cal Poly Today. Here are some additional exercises:



Low Back Stretch

Sit on floor with knees bent, arms extended in front. Touch head to knees and reach forward between knees. Hold for 6 seconds and relax. Repeat 10 times.



Rock-N-Rolls

Sitting on a mat or rug, grasp your knees with both hands and pull them to your chest. Gently roll up and down on your spine, keeping your chin tucked to your chest. Repeat five times and work up to 10 repetitions. Roll evenly and with control. Don't rush.

AMS IN Action

Vern F. Highley
AMS Administrator

Donald R. Hayes
Acting Director, Information Division

Leslie J. Wilder
Editor

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Spinal Awakening

Sitting on a mat or rug, grasp your knees with both hands and pull them to your chest, with your chin to your chest. Roll backwards, and as you do so, cross your lower legs and pull your feet from the outside toward your chest. As you roll up to a sitting position, uncross your legs. Alternate crossing the lower legs. Repeat five times and work 10 repetitions.

The Plough

Slowly roll back with your feet and legs over your head. Keep your hands on your hips for support and control. Only go as far as is comfortable, and work toward touching the floor with your feet. Do not hold your breath or stretch so far that you cannot breathe. Once you find a comfortable position, try to relax.

Don't Throw It Out—Recycle It

by Fran Park Legon
Staff Writer

After your sixth draft, you find yourself surrounded by stacks of waste paper and an overflowing trash can. Guess again. What you should see is your division's recycling box filling up—another reminder of the need to use our paper recycling desk-top trays or collection cardboard boxes.

Under the government's program, recycling is limited to high-grade, white wastepaper such as white bond typing paper, white non-glossy duplicating paper and carbonless white computer paper. This paper may have typing or printing on it, but cannot have any writing that bleeds through the surface of the paper. Glue, rubber cement, plastic, tape, cellophane and staples affixed to the paper should be removed before collection or the paper must be discarded as trash.

Since its governmentwide implementation in 1977, the paper recycling procedure has provided a real cost-savings measure for the government. The Department of Agriculture has been an active participant in this effort since the 1979 implementation of a pilot recycling program through the Office of Operations and Finance. Based on the results of this test, the program was implemented in USDA's Washington, D.C., headquarters in March of 1982, in compliance with the Resource Recovery Act.

This effort has helped to reduce the harvesting of woodland areas. It has also

provided energy savings by converting raw materials into paper products, as well as reducing the costs of collecting and hauling trash.

These materials are picked up once a week from the Administration, South and Cotton Annex buildings of the headquarters office. Implementation in the Auditors Building will be delayed until storage space, with adequate fire prevention equipment, can be installed.

The General Services Administration will phase buildings not owned by the federal government and buildings outside Washington, D.C., into the program at a later date. GSA is responsible for sending these products to recycling plants.

The importance of this program to agriculture by saving our forest lands and providing a cost-saving measure should foster support and participation among all department employees. So, the next time you get ready to crumple up that old draft and play "Magic" Johnson with it, remember to put it in your "Do It Again-Recycle" tray instead.



AMS People on the Move

COTTON DIVISION

PROMOTIONS

John J. Korbol, cotton marketing specialist (general), Washington, D.C.
Pamela J. Ledbetter, clerk-typist, Hayti, Mo.
Sanna Pilshaw, agricultural marketing specialist (general), Bakersfield, Calif.

PERSONNEL DIVISION

WELCOME

Lucy Gregory, personnel staffing specialist/examiner-in-charge, special examining unit

PROMOTIONS

Linda Browdy, employee relations specialist
Carolyn Gethers, employee relations specialist
Lisa Shall, clerk typist

POULTRY DIVISION

ACG = Agricultural commodity grader

WELCOMES

Sandra L. Berry, clerk-typist, Atlanta
Veronica A. Green, clerk-typist, Des Moines, Iowa
Dean J. Kastner, ACG, Kerkhoven, Minn.
Phillip J. Miller, ACG, Monett, Mo.
Mary A. Molta, clerk-typist, North Brunswick, N.J.
Doris E. Olleme, clerk, Gastonia, N.C.
Elaine L. Powers, ACG, Boulder, Colo.
Michael V. Schmidt, ACG, New Richland, Minn.
Dan J. Schoen, ACG, Thayer, Mo.
Philip D. Whitworth, ACG, Moulton, Ala.

PROMOTIONS

John W. Cooks, ACG, Gilroy, Calif.
Karen L. Marthaler, ACG, St. Paul, Minn.
Jody Hutchinson, clerk-typist, Seattle

TECHNICAL SERVICES DIVISION

WELCOMES

Randy N. Parsley, computer programmer
Eva C. Stilwell, computer specialist
Christopher Arndt-Kohlway, computer specialist
David F. Long, co-op student
Steve Rigden, co-op student

WAREHOUSE AND SEED DIVISION

WELCOME

Nelson Balenger, clerk-typist, Minneapolis

PROMOTIONS

Louis D. Dreyer, seed marketing specialist, Washington, D.C.
Robert Brown, warehouse examiner, Yuba City, Calif.
Alvin E. Clark, Jr., assistant officer-in-charge, Kansas City, Mo.
Randal P. Burkhart, warehouse examiner, Atlanta

Potpourri



MRD's Morris Heads Local Chapter of Engineering Society

James N. Morris, an industrial engineer with the market research and development division, is the current president of the National Capital Chapter of the Institute of Industrial Engineers. This chapter represents about 550 local industrial engineers in Washington, D.C., and the Maryland and Virginia suburbs. The Institute, in turn, has some 40,000 members worldwide and is one of the major American engineering professional societies.

The National Capital Chapter hosts monthly educational meetings, providing an opportunity for local engineers to meet with leading members of their profession, government officials and others active in research and application of industrial engineering and related techniques. Chapter functions also include educational seminars, social



James Morris

activities during the summer, and participation in the Institute's spring and fall conferences.

Jim has been an active member in the chapter since joining USDA in 1962. During that time, he has held a series of elective offices, including first and second vice president, treasurer and secretary.



Former Poultry Division Director Hauver Dies

William E. Hauver, Jr., who retired as director of AMS's poultry division in 1973, died Jan. 13, 1984, of cardiac arrest at Suburban Hospital in Bethesda, Md.

Hauver began his USDA career in 1938 as a grader and market news reporter for poultry, eggs and dairy products. Following military service in World War II, he returned to the poultry division, where he became chief of the standardization and marketing practices branch in 1956. He was named deputy director of the division in 1962 and director in 1968.

Accolades ★★★★★

This column honors AMS employees who have received official recognition or been cited by outsiders. Please send

information to Editor, AMS in Action, Information Division, Room 3540-S, AMS/USDA, Washington, D.C. 20250.



PRESIDENTIAL AWARD—William T. Manley (left), AMS deputy administrator for management, is presented with Presidential Award of Rank by USDA Secretary John Block (right).

AMS Deputy Administrator Manley Receives Presidential Award

William T. Manley, deputy administrator for marketing program operations, has received the Presidential Award of Rank—Meritorious Executive. He is one of 145 federal senior executives to be so honored. Presidential Ranks are awarded to career members of the Senior Executive Service in recognition of prolonged, highly quality accomplishment. The awards carry cash stipends.

Manley began his civil service career as a researcher with USDA's Economic Research Service in 1960 in Gainesville, Fla. Over the next 16 years with ERS he served as deputy director and director of

the marketing economics division, and as director of the national economics analysis division. From 1960-66 he also was an associate professor at the Florida Experiment Stations. He assumed his present post in 1976.

In 1981 he was selected to serve on a five-person USDA team to develop guidelines for future administration of fruit and vegetable marketing orders. Prior to that he served on two White House task forces—one assisting Maine potato farmers and the other analyzing ways the U.S. mushroom industry can compete with increasing imports—as well as a number of USDA and cooperating university committees. In 1982 he was committee chairman for development of the Yearbook of Agriculture, "Food—from Farm to Table."

Four cotton division employees have received awards. They are:

Walter J. Dorsey, lab director; **Ralph G. Rampey**, fiber processing equipment operator; **Ovalene H. Newton**, physical science aide; all Fiber and Spinning Lab, Clemson, S.C.—Special Achievement Awards.

J. Jerome Boyd, field director, Memphis, Tenn.—Performance Award.

At the poultry division holiday luncheon, director Connor Kennett presented special achievement awards to:

Millie Mussante "For outstanding performance as Secretary to the Division Director which has contributed significantly to the efficient functioning of the Director's Office, AMS, and USDA."

Abby Agusiewicz "For sustained superior performance as Assistant to the Division Director which has greatly benefited not only the Poultry Division but also AMS and USDA."

EAP

(Continued from page 4)

combat the stress and frustration that we encounter every day. EAP also plans to conduct supervisory training programs.

Early identification and intervention are keys to resolving problems before they begin to interfere with work responsibilities. The program is available to all employees who feel that they can be helped by working with professional counselors as well as supervisors who have concerns about individual employees' work performance.

Employees who bring their problems to the counselors are treated under the same policy of confidentiality that doctors have with patients. Job security or promotional opportunities will not be affected in any manner by a request for counseling or a referral for treatment, and this information is never reflected in personnel records.

In most instances, employees may see a counselor during working hours without using leave time. There is no charge for this counseling, and referral services are provided at no cost to the employee.

For further information or to schedule an appointment, please call (301) 344-3273. Counseling and referral services are provided in the South Building, Beltsville Agricultural Research Center, Hyattsville and the National Arboretum. The employee relations branch of the personnel division will continue to provide referral services for employees located outside the Washington, D.C. area.

Vacation Tips

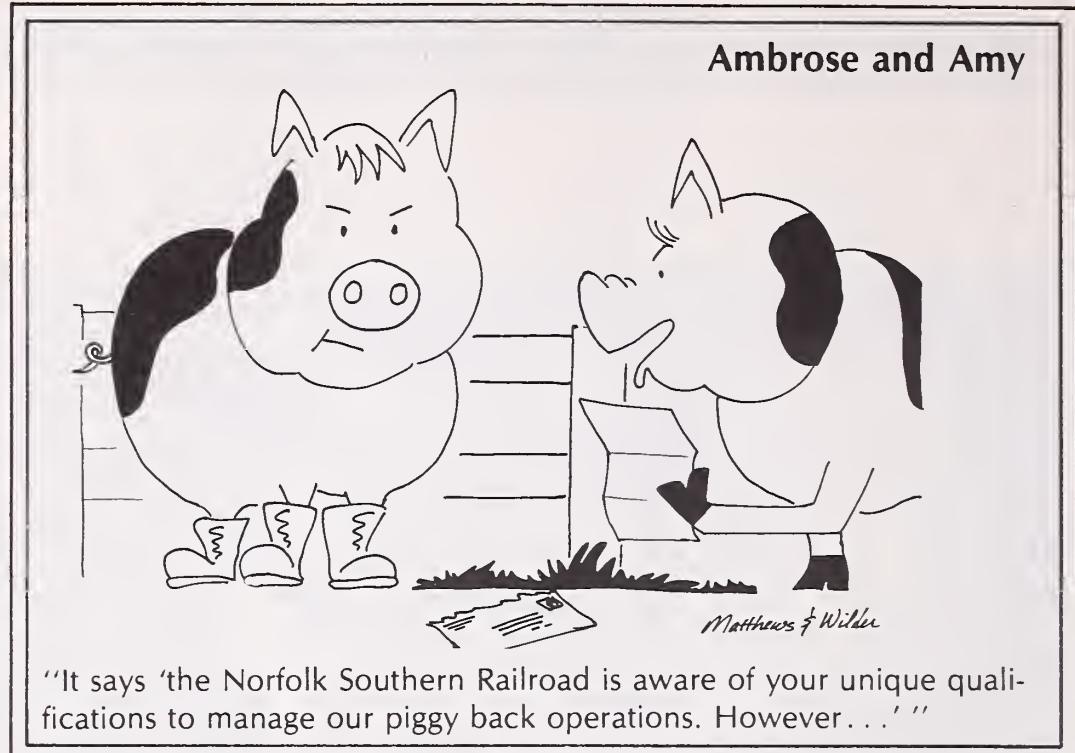
(Continued from page 3)

So, this year we planned ahead. After picking a beautiful lake in Central Minnesota, my wife Ruth and I, three of our five children, and their spouses and children all gathered together at Lake Shamineau for a week of togetherness. A year ahead we had rented two cottages next to each other, with enough bedrooms for all, and given everyone the 1-year lead time (which we felt was enough time to schedule vacations, save money, get it all together—my wife being a constant list-maker—and plan).

The five grandchildren, Kris (4), Joe (3), Sean (2½), Angela (2) and Kate (1½), were all taken to the local YMCA's for swimming lessons, outfitted with lifejackets and told to look ahead to fun and excitement. A son-in-law bought a new motor for his ski boat, and all brought along their fishing gear.

The cabins were very nice, but not so fancy that we had to worry about tracking in sand—we just swept it out every day or so. The meals weren't fancy, either—each lady cooked a specialty on a particular night, we ate out one night (sheer terror!) and munched leftovers the rest of the time, except for the last

Ambrose and Amy



"It says 'the Norfolk Southern Railroad is aware of your unique qualifications to manage our piggy back operations. However...'"

day's breakfast, when Grandma made biscuits and fried 92 sunfish!!!

No one suffered sunburn, injury or an overabundance of housework. Everyone (including the adults) got along and a wonderful time was had by all 13. Best of all, it only entailed one plane trip to see three families.

We are already thinking about next time.

Coming Up

National Agriculture Day

More action people

On the air at USDA

Best Offer?



When the fruit and vegetable division moved some of its offices in the south agriculture building, Washington, D.C., recently, an anonymous wag offered an opinion on the appearance of this corridor.

AMS in ACTION

Deputy Administrator Reeves Talks About His Management Goals for AMS

John T. Reeves, former director of the financial management division, became deputy administrator for management of AMS in November 1983. AMS in Action's editor talked with him recently to learn about his management philosophy and his thoughts on how management can be improved within AMS.

Q. You have said you are heavily "program oriented." What do you mean by that?

A. As you know, I began my government career 26 years ago as a cotton marketing specialist in Raleigh, N.C. The first 11 years were spent in a program division. So, I tend to view proposed actions by how they will affect the program people. Also, as budget officer for AMS during the last 12 years, I spent a lot of my time defending the programs of the agency to the department, OMB and Congress. It's easy to defend something you believe in, and I believe in the programs of AMS.

Q. How do you perceive administrative work as differing from program work?

A. At the risk of sounding a little over-dramatic, I will say that I believe those of us in administration are more in the people-helping business. If there are any of us in administration who do not like to help people, then perhaps we are in the wrong business. The pay-off to all of us in administrative work is the pride, the sense of accomplishment, the good feeling, if you will, when we do our jobs in such a highly effective and professional manner that someone in the program area benefits from our efforts.

Q. When you spoke to the management divisions in Washington last fall, you outlined your personal philosophy. Could you give us some examples?

A. I believe that a person's life can be changed by changing his or her attitude. I have personally experienced this in my own life, and I have seen the impact of an individual's attitude—both good at-

United States
Department of
Agriculture

Agricultural
Marketing
Service

March 1984

titude and poor attitude—on a person's efficiency and effectiveness. Sometimes the latter can even result in a person not getting promoted. My counsel is: don't let this happen to you. Approach your job, no matter what it is, with a positive and can-do attitude.

At a conference I attended last fall, one of the facilitators said something that has stuck with me. She said, "You can't solve today's problems. Today is already here and therefore it is too late to do anything about it. You must get

(Continued on page 3)

AMS Holds Hearings on Lemon Marketing Order

AMS held three hearing sessions on proposed amendments to the federal marketing order for lemons in January at Ventura and Bakersfield, Calif., and Yuma, Ariz. A fourth, held at Ventura in February, ended February 28.

Proposed changes in the marketing order would: revise or eliminate prorate provisions; limit terms of office that a member of the marketing order administrative committee may serve; change the basis for nomination of committee members by cooperative marketing organizations; and provide for a periodic grower referendum on whether or not the marketing order should be continued. AMS received 44 written proposals from lemon industry representatives and others, and 54 people testified at the first three hearings.

After USDA issues its recommended decision, interested persons and groups will have the opportunity to submit exceptions to the decision. When the Secretary of Agriculture issues his final decision, it may contain an order calling for a referendum. Any amendments to the marketing order would eventually have to be approved by lemon growers in a referendum.



LEMON HEARING—AMS representatives questioned witnesses at the lemon marketing order hearing held recently in Bakersfield, Calif. Shown here (left to right) are: Shirley C. Sindelar, program analyst, Chuck Martin, marketing specialist, and Ron Cioffi, marketing agreement section head, all from the fruit and vegetable division, Washington headquarters; John Chernauskas, assistant general counsel, marketing division, USDA; and Roland Harris, officer-in-charge, Los Angeles marketing field office, fruit and vegetable division.

The Wright Stuff
See Page 4



Letter from the Administrator

AMS and other agencies in the USDA are engaged every day with the most basic human survival item—food. Sometimes we need to remind ourselves of how well we handle the food problem not only for the well-fed but for the needy. We do handle it well. Yet some critics would have our citizenry believe otherwise.

Here are a few facts among many:

—Thirty-eight percent more dollars are being spent now on food to the needy than were spent in 1980. Taking inflation into account, this is still a 26 percent increase in real dollars.

—In fiscal 1983, USDA spent more than \$19 billion providing food assistance to nearly one out of every six Americans—38 million people in all.

—In 1983, there were 21.6 million food stamp recipients per month on average, 12.5 percent more than in 1980. One out of every 10 Americans receives food stamps. Steps have been taken to make the program more efficient so that the truly needy get the stamps.

—In 1983, more than 23.1 million subsidized school lunches were served every day, more than half of these at no cost or at a reduced price to needy children. Additionally, the School Breakfast Program serves 3.4 million children and the Special Milk Program reaches a million children.

—WIC (special supplemental food program for women, infants and children) served over 2.5 million pregnant and post-partum women, infants and children up to 5 years of age in 1983, 600,000 more or a 32 percent increase over 1980.

—In 1983, USDA and AMS provided 2.5 billion pounds of food to the elderly through numerous food distribution channels, up 32 percent from the 1.9 billion given in 1980.

We in AMS are part of a tremendous effort to provide food to the needy

AMS at a Glance

AMS's fiscal 1985 budget request will be considered at House Appropriations Committee hearings scheduled for March 8. If passed by Congress as recommended by the administration, appropriated funds would provide 21 percent of the AMS budget, or about \$31 million. The other \$119 million would be user funded and constitute 79 percent of the \$150-million budget.

By contrast, AMS's \$152-million 1984 budget is 74 percent user funded (\$112 million), and 26 percent (\$40 million) comes from tax dollars.

The 1985 budget request calls for the wholesale market development and federal-state marketing improvement programs to be eliminated, and marketing order administrative costs to shift to a user-supported basis.

"Federal Marketing Programs for the Future" was the theme of an AMS conference held in Washington, D.C., Jan. 31–Feb. 2 for employees of AMS and other agencies dealing with marketing. Organized by Deputy Administrator William Manley and Staff Economist Mary Kenney, the conference featured speakers from universities and farm groups—many of them AMS "alumni"—who wrote a 1983 book of the same title. Keynoter was Harold F. Breimyer, University of Missouri professor and former AMS staff economist in the early 60's.



while working hard to make certain that taxpayers' dollars spent for humane basic food programs are directed to the people who need the most help.

This does not mean that we are totally satisfied with the results, because, as the President has stated, one hungry American is too many. USDA and others are hard at work on remaining problems.

Vern F. Highley
Vern F. Highley

The event served as a reunion for many former AMS economists on the program and in the audience. Sessions focused on issues and options for assuring that AMS programs facilitate a well-functioning, dynamic agricultural marketing system through the 1990's.

A public meeting on the proposed dairy products promotion, research and nutrition education program took place in Alexandria, Va., Feb. 14–15. Remarks made by the dairy industry and public at the AMS-sponsored meeting will supplement written comments that interested groups and individuals submitted earlier. March 5 is the deadline for organizations to request certification for nominating producers to the 36-member board of dairy farmers that will administer the program—tentatively set to get under way May 1.

Information division has published a backgrounder on the proposed "check-off" program. It's available by calling FTS 447-7589 in Washington, D.C.

A consumer preference study, being done jointly by AMS and Texas A&M University, is under way to determine the kind and quality of beef that each major consumer market in the country prefers. During February, livestock division and Texas A&M meat specialists selected 800 beef strip loins representing the full range of quality from low Prime to Standard. Market evaluations are being done, using the samples, in Philadelphia, Kansas City and Oakland, Calif.

Results will be useful to cattle producers in breeding and feeding operations as they strive to turn out the kind of beef that consumers want.

Olympic Games athletes in Los Angeles this summer will be eating meat certified by the livestock division as having complied with institutional meat purchase specifications. Grading supervisors in the Bell, Calif., office of the division's meat grading and certification branch have been developing plans for providing the certification services to meat suppliers. Orders placed by the International Olympic Games Committee call for about 340,000 pounds of high-quality beef, lamb, pork, veal, and calf to be delivered just before the start of the games in July.

—Dale May

I also believe that people act and react in direct proportion to that which is required of them. This means that people must be communicated with in such a manner that they understand what is required of them, that they have the opportunity to enter into a discussion of the requirements to be imposed, and that the requirements are fair and reasonable.

Finally, I believe that each of us creates our own world and that we take it wherever we go. I want my world to be creative, productive, joyful, and many other positive things. I have worked hard toward this in the past, and I shall continue to do so. I am continually encouraging others to do the same.

Q. Do you have some specific ideas of changes you'd like to see?

A. It is my observation that our personnel division, through fault of the cumbersome process and not our hard working employees, is buried in paper. Surely we can find a way to relieve some of this burden through automating personnel records, providing a personnel tracking system, and having personnel specialists concentrate on the services to our AMS family for which, in my opinion, they were hired, rather than so much paper pushing.

In the administrative services division, we need to look at the property management system for further improvements in acquisition and disposal, and try to improve coordination in advance procurement plans in concert with the technical services and financial management divisions. We also need to look at our directives system to see to what extent we can automate directives for electronic access and provide an automated catalog and index for easy inquiry.

Finally, we need to improve almost all of our management systems through expansion in the use of computers to include electronic mail, word processing and direct access to data bases for status reports and inquiries. We are behind in the use of high technology equipment that is now on the market at very reasonable costs. We must take advantage of modern technology to help us do our jobs in a more responsive and cost-effective manner. We must seek every opportunity to reduce what I call "labor intensive" tasks that are slow in response, lacking in accuracy, and costly.



PLANNING SESSION—Deputy administrator for management John T. Reeves discusses the day's schedule with his secretary, Martha Garretson. Reeves, a 26-year employee of AMS, became deputy in December 1983, following 12 years as director of the financial management division.

Q. These long-term goals sound fine, but do you have any plans to produce improvements in the immediate future?

A. I believe a lot of our present day-to-day difficulties in carrying out our duties within the AMS management divisions can be solved by improving communications between the management and the program people. For 12 years the financial management division under my leadership had a system of quarterly status-of-funds reviews with program division directors and their staffs. The FMD analyst assigned to the program division discusses how the division is performing in relation to the division's operating budget plan. Deviations from the plans are discussed, as are other related items such as employment, travel, user fees and other subjects. Once projections are agreed on, which may range in time from one month to end-of-year, they are passed on to the deputy administrators and the administrator for action. It is my intent to implement a similar procedure in the other management areas for which I am responsible.

Q. What do you see in store for us at AMS, in relation to the future of agriculture?

A. A couple of recent issues of the Kiplinger Agricultural Letter have contained material that helps set the stage. One was devoted to choosing a computer for the farm. The other was on "Agriculture in the Year 2000." Both concluded that there will be greatly increased and diverse uses of computers in agriculture.

As to what we at AMS will be doing, the Reform 88 efforts of this administration to improve the effectiveness and efficiency of government will be felt. USDA has established 10 major Reform 88 projects, and I am going to comment on Reform 1 because I believe this one has the most potential for affecting how we will do our jobs in the next few years. Its purpose is to "re-examine Department-wide automated management systems that handle payroll, personnel, property and so on, to develop simpler and cheaper processing methods."

This category is broken down into three project areas—personnel, administrative services and finance. Each agency has been asked to supply personnel to the USDA effort on both full-time and part-time bases. AMS people are participating on teams in each of these three areas. The teams have been documenting where we are at present within USDA in regard to information needed by managers at all levels, what is now being provided, and where the information is coming from. From this, they will reach some conclusions about where we should be headed in the next 5 to 10 years, and what systems should be designed to meet agency and departmental needs.

ahead of the situation, decide or project where you want to be, and then use today's environment as a base point from which to move." Frankly, I agree with

Continued on page 8

Free to Dream—Cal Gaede Reaches for New Heights

By Fran Park Legon
Staff Writer

Have you ever dreamed about getting into your own plane, and taking off whenever and wherever you wanted? Well, Calvin Gaede, of the commodity procurement branch of the fruit and vegetable division, has turned this dream into reality. "Ever since I remember seeing my first plane as a mere speck in the Kansas sky, I knew I wanted to fly," said Gaede.

"I drove my dad nuts building model airplanes. My cousin and I were avid fans of aviation. As a matter of fact, my cousin grew up to build his own plane in the upstairs bedroom of his home, if you can believe that."

Gaede has continued his interest in aviation since those childhood memories. He is a member of The Experimental Aircraft Association, whose membership is composed of ingenious creators of homemade aircraft and those who just have an interest in aviation. The group, founded in the early 1950's, has some 600 chapters worldwide, including coast to coast in the United States and Canada.

Gaede explains the origins of the name of his group: it came about because the designation "experimental" was given by the Bureau of Air Commerce, the precursor to the present day Federal Aviation Administration, to any aircraft built by individual inventiveness and used for enjoyment.

"The association was originally chartered in Oshkosh, Wis., one of the concentrated areas of home-built aircraft. We now have over 135,000 members located from Australia to California. Some of the more famous include Arnold Palmer and Steve Whitman, the elder statesman of air racing, who is a charter member," Gaede says.

Gaede is a member of the Washington, D.C., Chapter 4. The chapter number denotes the order of membership in the association, making his chapter one of the oldest in the entire organization. His chapter, with over 120 members, meets monthly near the College Park, Md., Airport.

"The College Park Airport is the oldest operating airport in the United States. It was where the first air mail route originated, and the Wright brothers had their flying school there. Therefore, it is only



AIRCRAFT CONSTRUCTION—Calvin Gaede, shown here examining a friend's progress in building a Veri-Eze airplane, has had an avid interest in flying since an early age.

fitting that it was made a historical museum, and members of our chapter helped in arranging for it to be designated as such," Gaede says.

Before moving East, Gaede was president of the Fresno, Calif., chapter, and since living in the Washington, D.C., area, he has been active in organizing the East Coast Fly-in at Baltimore, Md. Each year, members of the seven Maryland and Virginia area chapters sponsor this fly-in where prizes are given to the best home-built aircraft and to those flying the greatest distance to compete.

"Even before the Wright brothers, there was a great deal of interest in building your own flying machine. People were 'doing their own thing' throughout the world. When the present Federal Aviation Administration was created during the Roosevelt administration, federal regulations were imposed on all aircraft design and construction. But this did not stop those amateur architects of aircraft. Today, the FAA certifies the design and construction of commercial aircraft and also provides for a category of aircraft known as 'experimental' for home-built airplanes," Gaede explains.

There are 22 completed experimental aircraft in Gaede's chapter and 65 under construction. These "homemade" aircraft are built and maintained by their owners. Some of these experimental planes are built by conventional

methods, with fabric coverings and steel tubing, looking like those flown during Billy Mitchell's time. However, a recent influence in the building of aircraft was the development of a light weight aircraft. The newly shaped aircraft is called the Vari-Eze, which when pronounced slowly reveals the simplicity of its design and construction. The wings of this aircraft are made of Styrofoam and covered with Fiberglas.

Although only a "hanger flyer" now, Gaede has owned three planes in his lifetime, and would like to own another—one of his own creation. He remembers well the ultimatum presented to him by his prospective father-in-law: before he would approve of the marriage, Gaede must give up his airplane. And even today, his wife Dorothy has accepted his hobby with some trepidation. If he does build his own plane, she will join him in the air, but only if the seats in the plane are built side by side and not in tandem.

Beginning his career as a teacher and then joining USDA in California in 1955, Gaede moved his family to the Washington, D.C., area in 1969, to join AMS in specialty crops purchase work in the fruit and vegetable division. As he looks forward to his retirement, Cal Gaede hopes to fulfill his childhood dream of flying his own experimental aircraft and joining the "Blue Max" club of those who fly their personally built airplanes.

Accolades ★★★★★

This column honors AMS employees who have received official recognition or been cited by outsiders. Please send

Betty Lyles, economics assistant in the market information branch, dairy division, has received a cash award.

Pamela D. Curry, a secretary in the administrative office, fruit and vegetable division, has received a cash award and a Certificate of Merit for "exceptional competence in the execution of her administrative, secretarial and fiscal duties."

Two other fruit and vegetable division employees, processed products agricultural commodity graders **Ross Lindner** and **Al Hoover**, both at East Point, Ga., recently received cash awards for sustained superior performance.

A number of livestock division employees were honored recently for their contributions to the agency.

James Ray, branch chief of the livestock and grain market news branch, received a Special Achievement Award for "superior leadership and cost-effective management of the market news programs for livestock, meat and grain."

Ronald Cole, livestock market reporter, Moses Lake, Wash., received a Certificate of Merit for "outstanding service to the livestock industry in the Pacific Northwest resulting in greater significance for the existence of the Moses Lake livestock market news program."

Patricia Valdez, agricultural commodity grader, Bell, Calif., was recently given a Certificate of Merit and Quality Step Increase for "her initiative in formulating and implementing creative and cost-effective ideas which contributed to the efficiency of meat industry operations and meat grading and certification procedures."

Timothy Reaman, supervisory agricultural commodity grader, San Jose, Calif., was presented with a Certificate of Merit and Quality Step Increase for "his effective leadership in improving the efficiency of meat grading and certification services in the Bell, Calif., Main Station area, thus contributing to the overall effectiveness of the national meat grading and certification program."

information to Editor, AMS in Action, Information Division, Room 3540-S, AMS/USDA, Washington, D.C. 20250.

Larry Meadows, area supervisor, Washington, D.C., was recently presented a Special Achievement Award in recognition of "his exceptional and outstanding leadership, management and supervision contributing significantly to the livestock division's effective operation of the nationwide meat grading and certification program."

Individual performance awards for outstanding performance and contributions to the livestock division's meat grading and certification program were presented to the following agricultural commodity graders:

Frank Saucedo, Jr., Amarillo Texas
Jimmie W. Blake, San Antonio, Texas
Larry D. Trainer, Dallas
Malcolm N. Wright, Jr., Cincinnati
Larry R. Qualls, Bristol, Va.
Lauren A. Plehn, Joslin, Ill.
Daniel E. Major, Honolulu
Douglas P. Felker, National City, Calif.
Jeffrey Raether, Green Bay, Wis.
Jerald T. Thompson, Madison, Wis.
Michael T. Moore, Wallula, Wash.
David C. Key, Gooding, Idaho
Jimmy D. McKinzie, Emporia, Kan.
Richard L. Dixon, Emporia, Kan.
Robert J. Terwilliger, Lexington, Neb.
Kenneth W. Sheldon, Oakland, Iowa
Darold Mapes, Sandusky, Ohio
Richard E. Lohr, Massillon, Ohio
James J. Conrad, Jr., Schuyler, Neb.
Eugene Drake, Huron, S.D.
Douglas Clasen, Eau Claire, Wis.
Charles D. Jones, Dodge City, Kan.
Elizabeth Greve, Chicago

R. Craig Lambert, a personnel staffing specialist in the personnel division, has received a Certificate of Merit for "outstanding performance in the development of the Agency's response to reduction-in-force appeals filed by the Merit System Protection Board."

The poultry division Package Awards Program is designed to recognize the top 5 percent outstanding employees in the GS-8 and 9 agricultural commodity grader series.

The following employees have received Certificates of Merit and cash awards:
Clem M. Adam, Jr., Gainesville, Ga.,

Jean S. Berg, Postville, Iowa
Gerald W. Brewster, Pangburn, Ark.
Helen J. Broadwater, Germantown,

III.
Robert L. Burcham, Yankton, S.D.
Barbara Campbell, Moorpark, Calif.
J. K. Davis, Guntersville, Ala.
Frank Fee, Jr., North Manchester, Ind.

Woodrow V. Howe, North Manchester, Ind.

Geraldine Laney, Jackson, Tenn.
Edgar D. Luton, Rochester, Wash.
Harvey R. Mica, Faribault, Minn.
Elton J. Newell, Boaz, Ala.
Billy G. Nimmo, Monett, Mo.
Harold S. Patrick, Social Circle, Ga.
Eric R. Patton, Franconia, Pa.
Thomas J. Pelon, Westfield, Wis.
Audrey I. Roethler, Watertown, S.D.
Ernest D. Rowland, Hiawatha, Kan.
Mary S. Seville, Norco, Calif.
William D. Talley, Clarksville, Ark.
Robert O. Wilburn, Gainesville, Ga.

Under this program, **Betty L. Barnhart**, Norco, Calif., has received a Quality Step Increase.

Three tobacco division employees have received awards.

Leon Collins, tobacco agricultural commodity aid, Raleigh, N.C., received a Sustained Superior Performance award for "super technical knowledge and ability in applying the U.S. standard grades for tobacco and for excellence as a Tobacco Agricultural Commodity Aid."

Frances H. Drew, secretary to the regional director, Raleigh, N.C., region, received a Quality Step Increase for "continuing excellence in the performance of duties... contributing significantly to the effectiveness of the Tobacco Division and especially the Raleigh, N.C., Region."

Margaret B. Powell, Washington headquarters, received a Special Act or Service award for "exceptional performance in setting up and implementing the financial system of the tobacco user fee program."

Correction: In the January Accolades section, **Carol Brock's** name was spelled incorrectly. A program assistant in the meat grading and certification branch in Amarillo, Tex., she had received a Special Achievement Award and a suggestion cash award.

AMS People on the Move

DAIRY DIVISION

All Washington, D.C., unless otherwise indicated

WELCOMES

Janet McAdorey, agricultural economist
Lisa Sommerville, clerk typist
Carol Holifield, clerk typist

PROMOTIONS

Shirley M. Flood, dairy product marketing specialist
Mary F. Taylor, dairy product marketing specialist

FRUIT AND VEGETABLE DIVISION

ACG-Agricultural Commodity Grader

WELCOMES

Carla Dancy, clerk-typist, market news branch, Washington, D.C.
James D. Dean, ACG, PACA branch, Washington, D.C.
Peter Donaldson, ACG, fresh products branch, The Bronx, N.Y.
Paul Eanes, market reporter trainee, market news branch, Yakima, Calif.
Charles Freeman, ACG, fresh products branch, Miami
Adeline J. Galusha, clerk-steno, PACA branch, Los Angeles
Lois Gardner, applications examiner, PACA branch, Wood Dale, Ill.
Gary Heinold, ACG, processed products branch, Chicago
Denise Knoll, agricultural commodity aid, processed products branch, Geneva, Iowa
Pamela Lau, clerk-typist, fresh products branch, Burlingame, Calif.
Nancy Mann, ACG, fresh products branch, Los Angeles
Stephen Simpson, ACG, fresh products branch, The Bronx, N.Y.
Patricia Strege, ACG, processed products branch, New Richmond, Wisc.

PROMOTIONS

Paul B. Beattie, fresh products branch, from federal supervisor for Minnesota, South Dakota, North Dakota, and Iowa

to federal supervisor for New York at Albany

Lloyd Flowers, processed products branch, from ACG at San Jose, Calif., to inspector-in-charge at Chicago

Theodore Gutierrez, ACG, processed products branch, Winter Haven, Fla.
Gladys E. Kenney, agricultural marketing assistant, PACA branch, Los Angeles
Robert R. Martin, fresh products branch, from federal supervisor for South Carolina to federal supervisor for North Carolina at Williamston

Kim D. McCray, clerk-typist, PACA branch, Washington, D.C.

Leonard E. Mixon, fresh products branch, from officer-in-charge, New Orleans, to federal supervisor for Louisiana at Baton Rouge

Mary A. Mucha, clerk-steno, PACA branch, Wood Dale, Ill.

Lenora Pagliaro, clerk-typist, fresh products branch, Everett, Mass.

Dean Powers, ACG, processed products branch, Winter Haven, Fla.

Denise J. Reid, clerk-typist, PACA branch, Washington, D.C.

LIVESTOCK DIVISION

WELCOMES

Jennifer Hooper, agricultural economist, Washington, D.C.

Rene Lindsey, clerk-typist, Washington, D.C.

Terrance Murphy, cooperative education student, Denver

Flora Osborne, clerk-typist, Dallas

Dennis Pearson, clerk-typist, Washington, D.C.

Elizabeth Young, cooperative education student, Denver

PROMOTIONS

Marlyn Andree, secretary, Washington, D.C.

Barry Carpenter, area supervisor, Washington, D.C.

Stephen Cave, recruitment and training supervisor, Washington, D.C.

Nancy Piccirillo, program assistant, Princeton, N.J.

Tina Reddix, accounts and billings clerk, Bell, Calif.

James Epstein, livestock and grain market reporter, Nat'l Stockyards, Ill.



Joseph A. Roeder

Roeder Named Financial Management Director

Joseph A. Roeder, a 13-year employee of the financial management division, was recently appointed director of that division. Roeder began his government career with AMS in 1971 as a budget analyst in FMD. He was appointed chief of the budget and program analysis branch (for the Federal Grain Inspection Service) in 1978 and deputy director in 1981.

He is a native of Pennsylvania and holds a B.A. degree from the Catholic University of America, Washington, D.C. He served 3 years in the Army as an officer.

He and his wife Carol Jo have three sons—J. Adam, age 14; Matthew, age 12; and Jonathan, age 6.

AMS in Action

Vern F. Highley
AMS Administrator

Donald R. Hayes
Acting Director, Information Division

Leslie J. Wilder
Editor

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AMS People on the Move

POULTRY DIVISION

ACG—Agricultural Commodity Grader

WELCOMES

John A. Longo, ACG, Stanwood, Wash.
Karen L. Moore, chemist, Gastonia, N.C.
Carolyn S. Smith, ACG, Pomona, Calif.

PROMOTION

Franklin E. Stephenson, ACG, Yucaipa, Calif.

PROMOTIONS/REASSIGNMENTS

Larry L. Jentsch, ACG, Humboldt, Iowa, to Hutsonville, Ill.

Calvin Shields Jones, Jr., federal-state supervisor, Augusta, Me., to national compliance officer, Washington, D.C.
Dennis Vachon, ACG, North Franklin, Conn., to Modesto, Calif.

PERSONNEL DIVISION

WELCOMES

Tony Ashton, personnel assistant
John Crowley, classification specialist
Diane Gibbons, personnel clerk
Fran Wagner, clerk typist

PROMOTIONS

Henrietta DuVall, personnel clerk
Betty Katzenmaier, clerk typist

Two Fruit and Vegetable Division Employees Retire

Two employees of the fruit and vegetable division, each with 41 years' federal service, have recently retired.

Catherine Ambrogi, market reporter assistant in the market news branch, Washington, D.C., has worked in the transportation reports section for most of her AMS career. The first two years she worked in the personnel division.

John W. Campbell, director of the processed products branch's southeastern region in Winter Haven, Fla., has spent his federal career in processed products inspection. Other positions he has held include officer-in-charge at Baltimore, assistant director of the eastern region at Washington, D.C., and director of the central region at Chicago.

AMS Employee Receives Scholarship

Barbara R. Schulke, secretary to the staff economist, has been awarded a scholarship by the Women's Action Taskforce, an independent but officially recognized organization at USDA. The scholarship will pay approximately 60 percent of the cost of a basic data processing course at the Graduate School at USDA.

Schulke has worked for AMS off and on during the past 20 years, beginning in the fruit and vegetable division. Her previous secretarial assignments have included working for two branch chiefs and the director of the fruit and vegetable division, and for the director of the information division. More recent assignments were secretary to the Extension Service's deputy assistant administrator for nutrition and the national leader of the expanded food and nutrition education program (EFNEP). She assumed her present job in March 1983.

With the youngest of her three children now in high school, she is looking forward to finding time to expand her knowledge of business technology. "Several of the assignments of the agency staff economist that are related to market analysis could be programmed into a computer, eliminating the time-consuming chore of doing equations and formulas by hand. In the future, computer programs could be written so that I would only have to enter data to obtain the analyses we need," Schulke said.

Accolades ★★★★★★

Michigan Commodity Grader Honored by Boy Scouts

Roy L. Ashbrook, an agricultural commodity grader with the processed products branch, fruit and vegetable division, in Battle Creek, Mich., has received the Silver Beaver Award from the Boy Scouts of America. The award, the organization's highest for volunteer leaders, is given to those with long service to scouting.

Ashbrook is currently commissioner for Mattawan pack and Troop 161, a staff member of the adult leader training committee and a member of the district committee. He has been a cubmaster, committee chairman, Webelos den leader, coach/counselor cub leader, and scoutmaster. He has received the Scouters Training Award, the Scouters Key and the District Award of Merit, and has completed Wood Badge training.



Roy L. Ashbrook



New Savings Bond Rate Averages 9.7% So Far

Series EE Savings Bonds that you own after November 1987—and have held at least five years—will be eligible for the new market-based interest, as explained in the June 1983 issue of AMS in Action.

Market-based rates for each of 10 six-month accrual periods—two a year—are averaged together and compounded semiannually to determine interest you get for the five years. In the first three periods since the variable rate plan took effect in November 1982, the percentage rates have been 11.09, 8.64 and 9.38. This averages out, so far, to 9.70 percent.

The 9.38-percent rate applies Nov. 1, 1983-April 30, 1984, so bonds bought during that period earn 9.38 percent for the first of 10 periods.

Interest on Series EE bonds is exempt from state and local income tax, and federal income tax can be deferred until the bonds are cashed in or reach final maturity, whichever comes first.

If you'd like a copy of the June 1983 article that explains how market-based interest works, or an article in the July 1983 issue, "When to Cash in Those Savings Bonds," contact the editor of AMS in Action—FTS 447-4607.

—Dale May

Reeves

(Continued from page 3)

this statement and intend to apply this philosophy to looking ahead on some of our AMS issues.

Q. How do you think employee morale can be improved?

A. Sometimes a change in working conditions can lead to a big change in morale. I've seen it happen. Back in those days when I first went to work in the cotton division, we were required by law to statistically sample all cotton in storage as of August 1 each year. To do this, each field representative had to go in a cotton warehouse, where the temperature often was above 120°F, climb up on cotton bales stacked end-on-end 40 or 50 feet high, locate every tenth or twentieth bale, and cut and bag a sample for return to the classing office. I don't need to tell you what we felt like at the end of this task. And in the winter we had to class cotton in our overcoats by skylight in a large open room with

Ambrose and Amy



no heat. The women who were working as recorders sat with gloves on and loose cotton samples piled around their feet to keep warm.

Imagine our joy when we moved to a new modern building with heating and air-conditioning, artificial lighting, ample parking and a view of a beautiful park. What this shift in working conditions brought about is almost indescribable... a noticeable change in employee attitude and morale, new pride in their work, increases in productivity, invitations to industry leaders to visit and resolve problems in congenial and comfortable surroundings.

Q. Do you have a final piece of advice for us?

A. We all know the phrase about "keeping your boss informed." But sometimes we interpret this to mean keeping him or her informed only of the problems. It also should include reporting on accomplishments, so the boss knows that all is well and under control. It's what I call the "comfort index" of the boss. There tends to be a direct correlation between the reading on the comfort index of the boss and the atmosphere in an office. The idea is to keep that comfort index as high as possible.

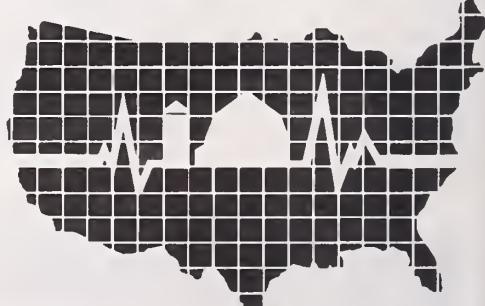
Safety Tip

The easiest way to extinguish a wastebasket fire is to place another wastebasket inside the one on fire.

You've heard of a three-dog night...

...but did you know there's a three-coat day? The cotton division's China watchers were reminded during the recent visit of Chinese Premier Zhao Ziyang, coupled with a cold snap, that the Chinese dress differently for cold weather than Americans do. Whereas we typically wear one heavy outer garment, with perhaps a sweater underneath on very cold days, Chinese citizens rely on layers of quilted cotton coats for warmth. On a mild day they may wear one or two cotton coats. But when the temperature falls, the weather is known as a "three-coat" or even "four-coat" day.

Agriculture Day • March 20, 1984



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